

IMPD STAFFING STUDY COMMISSION

DATE: March 20, 2014

CALLED TO ORDER: 5:35 p.m.

ADJOURNED: 7:31 p.m.

ATTENDANCE

ATTENDING MEMBERS

Mary Moriarty Adams, Chair
John Barth
Louis Dezelan
José Evans
Laurel Judkins
Spencer Moore
Rodric Reid
Leroy Robinson
Jefferson Shreve
Rick Snyder
Valerie Washington (proxy for Ryan Vaughn)

ABSENT MEMBERS

Ryan Vaughn (proxy sent)

AGENDA

Remarks from Marion County Prosecutor – Terry Curry, Prosecutor

Presentation of Additional Information by IMPD – Valerie Washington, Deputy Director and CFO, Department of Public Safety (DPS); Lloyd Crowe, Assistant Chief of Police/Administration, IMPD; and Thomas Kern, Major, IMPD

Roundtable/Facilitated Discussion – Staffing Plan Models –
Commissioner John Barth

Next Steps

IMPD STAFFING STUDY COMMISSION

The Indianapolis Metropolitan Police Department (IMPD) Staffing Study Commission, created by the City-County Council, met on Thursday, March 20, 2014 in Room 260 of the City-County Building. Chair Mary Moriarty Adams (City-County Councillor, District 17, and Public Safety and Criminal Justice Committee Chair) called the meeting to order at 5:35 p.m. with the following members present: John Barth (City-County Councillor At-Large); Louis Dezelan (Lieutenant Colonel, Administration Division, Marion County Sheriff's Office); José Evans (City-County Councillor, District 1); Laurel Judkins (Chief Counsel, Marion County Prosecutor's Office); Spencer Moore (retired police officer, serving as a Community Representative); Leroy Robinson (City-County Councillor At-Large); Jefferson Shreve (City-County Councillor, District 23); Rick Snyder (First Vice President, Fraternal Order of Police); and Valerie Washington (Deputy Director and Chief Financial Officer, Department of Public Safety, serving as proxy for Ryan Vaughn, Chief of Staff, Office of Mayor Gregory A. Ballard). Rodric Reid (Manager, Annual Giving and Special Projects, Fathers and Families Center, and Senior Pastor of Compton Chapel AME Church, serving as a Community Representative) arrived shortly thereafter. Chief Financial Officer (CFO) Hope Tribble represented Council staff.

Chair Moriarty Adams asked commission members to introduce themselves and state by whom they were appointed or which entity they represent. She welcomed everyone and briefly reviewed the presentations and discussions that occurred at the prior meeting of the commission. She said that a website has been set up for the commission (www.indy.gov/IMPDDStaffingCommission), where the public can go to find the minutes from previous meetings and the latest information, as well as copies of all of the documents and presentations provided at each meeting. Chair Moriarty Adams stated that she communicated earlier this week with commission members regarding additional meetings and extending the deadline for finalizing the report by late April to insure the best product available.

REMARKS FROM MARION COUNTY PROSECUTOR – Terry Curry, Marion County Prosecutor

Chair Moriarty Adams introduced Marion County Prosecutor Terry Curry, a man with more than 30 years of prior experience as a trial attorney who is now responsible for leading an office of 400 staff members, including 180 Deputy Prosecutors who prosecute approximately 50,000 criminal cases each year. She said that the work the Prosecutor's Office does coincides with the police department's work on a constant basis, and each case brought before the court relies on this partnership and the quality of investigation by the police department. She thanked Prosecutor Curry for sharing with the commission his insight regarding how the funding and staffing of the police department ultimately affect criminal justice and public safety in Marion County.

Prosecutor Curry stated that his office has been following the proceedings of this commission closely, with the representation of Commissioner Judkins serving on his behalf. He said that he has no personal expertise in what would constitute a proper policing model, but he does have a front row seat to understanding the implications of

the inadequate staffing of the police department. The Prosecutor's Office interacts with the Indianapolis Metropolitan Police Department (IMPD) every single day, as well as other enforcement agencies in Marion County. While the immediate implications of understaffing are obvious, resulting in higher crime and decreased safety for citizens, the ripple effect makes it even more significant. Prosecutor Curry said that there is a direct correlation between understaffing, investigations and ultimately, prosecutions. IMPD staffing has an impact on the quality of cases the Prosecutor has to take to trial and prosecute. He said that in the last couple of years, they have seen this impact with the reduction of one detective in domestic violence investigations, and reduced officers in the narcotics teams at a district level. Because of these reductions in staffing, the cases the Prosecutor had to present at court were not what they hoped they could be, and their office was limited because of IMPD staffing issues. He said that even when there is adequate staffing, if the funds are not available to be used as "buy money" in undercover drug buys, or for specialized equipment needed in some other investigative or sting operations; then the police department cannot effectively investigate, and the Prosecutor cannot properly prosecute these cases. Prosecutor Curry said that he has discussed at length with the Director of the Department of Public Safety (DPS) Troy Riggs and Chief Rick Hite, IMPD, the idea of a long-term strategy to identify drug-dealing enterprises and gangs in Marion County in order to dismantle those operations and prevent crime. In order to do that, they need sophisticated investigations; and if there are no funds for drug buys or overtime for undercover officers, then their efforts in this endeavor are severely undermined. He said that, as mentioned at a previous meeting, the Prosecutor's Office has seen the effect of decreased traffic enforcement. The City has realized a dramatic downturn in the revenue coming in from these violations, as this became less of a priority; as well as a corresponding rise in accidents and deaths. Prosecutor Curry said that the ripple effect of IMPD understaffing is the most troubling to him. Last August, he wrote an open letter to Council President Maggie Lewis and Mayor Gregory Ballard discussing what his office perceives as serious problems created by the understaffing of the police department. He said that this letter was not aimed at placing the blame, but the clear intent of this communication was to kickstart a conversation about public safety in Marion County, in what he believed to be a time of crisis. Prosecutor Curry applauded the efforts of this commission and stated that his office is ready to assist in these efforts in any way they can.

Mr. Snyder said that the members of the Fraternal Order of Police (FOP) have made it clear that they desire a strong community policing model. He asked where Prosecutor Curry stands in his observations of the effectiveness in terms of this type of effort working with the neighborhoods. Prosecutor Curry stated that, as he mentioned in his letter last August, community prosecution has become a priority of his office. While it is sometimes difficult to quantify the effectiveness of the community prosecuting model, he believes it works and is extremely effective. He said that the ability to engage in day-to-day outreach is severely hampered by the understaffing of the department as it exists today, but other departments have shown this community model to be effective. While he is not an expert on policing models, he would certainly endorse this method from the perspective of the Prosecutor's Office.

Mr. Moore thanked Prosecutor Curry for all he has done as Prosecutor. He said that he finds that Prosecutor Curry's work, his character and his attitude far exceeds what anyone would expect from a prosecutor; and from his family's personal experience with their office, he could not ask for a better Prosecutor for this County.

Chair Moriarty Adams thanked Prosecutor Curry for his input and stated that his comments are very relevant to this discussion.

PRESENTATION OF ADDITIONAL INFORMATION BY INDIANAPOLIS METROPOLITAN POLICE DEPARTMENT (IMPD) – Valerie Washington, Deputy Director and CFO, Department of Public Safety (DPS); Lloyd Crowe, Assistant Chief of Police/Administration, IMPD; and Thomas Kern, Major, IMPD

Chair Moriarty Adams recognized fellow Commissioner Valerie Washington, serving as proxy for the Mayor's Chief of Staff Ryan Vaughn, who is also the Deputy Director and Chief Financial Officer (CFO) for DPS. She stated that Ms. Washington will be joined later by Assistant Chief of Police Lloyd Crowe and Major Thomas Kern of IMPD. She stated that there were some follow up questions after the IMPD presentation at the first meeting, and although commissioners already received a written response, she felt it was important that the information also be presented to the public. Chair Moriarty Adams stated that Ms. Washington, Assistant Chief Crowe and Major Kern will present a bit more detail about the current compensation structure and demographics of officers, as well as review the three staffing models that were presented previously, explaining in greater detail how those staffing models align with the Chief's vision for policing services in Marion County.

Ms. Washington provided a brief PowerPoint presentation (available on the commission's website under this meeting's date), and stated that IMPD sworn officers, represented by FOP Lodge 86, recently signed a three-year contract covering salaries, benefits, special duty pay and longevity for all ranks up to captain, effective January 1, 2014 through December 31, 2016. She said that the Rules and Public Policy Committee of the City-County Council just heard the fiscal impact statement last Tuesday to finalize that contract process. She explained the compensation structure by rank as laid out in the PowerPoint, with special pay categories.

Colonel Dezelan asked how IMPD compares to like agencies across the country. Ms. Washington said that in looking at other contracts, IMPD is probably average or a little below average, but it is hard to compare because many departments have different rank structures. Mr. Snyder added that Columbus, Ohio is a good barometer comparison for Indianapolis. He said that IMPD actually averages \$15,000 to \$20,000 less in the majority of ranks compared to other cities of the size of Indianapolis. Part of that is because the union has tried to be conservative in their negotiations, showing responsibility in tough budgetary times, and balancing the budget constraints of the City with acceptable salaries for officers. He said that in looking at long-term obligations, such as pensions and health benefits, Indianapolis probably is in better shape than some other cities who are struggling in that area. Colonel Dezelan asked about the

pool of candidates, and if IMPD hires 100 more officers this year, if that would exhaust the candidate pool. Ms. Washington said that they do not generally ever exhaust their list, and she believes there were 500 to 600 applicants for the May/June recruit class this year. She said that she does not know about prior years, but it seems that this has been a consistent number of applicants in the last few years. She said that she has had no indication from the Chief that they will be unable to find qualified applicants. While it may become an issue down the road, she does not believe it will be a problem with the next few classes.

Ms. Washington continued her presentation and said that IMPD has actively engaged in re-allocating officers, moving 40 back into patrol, through the Police Allocation Efficiency Team. They are using computer aided dispatch (CAD) data to place officers in strategic areas, and civilianizing certain job functions to more efficiently use dollars. Leading police experts who appeared before this commission verified that IMPD is on the right track, and IMPD will continue to use savings from attrition to cover the cost of hiring 50 baseline officers annually. She said that to clarify, IMPD is asking for sustainable funding to cover the 30 additional recruits approved in the 2014 budget with one-time funding and sustainable funding to cover the addition of 50 officers annually, above those covered with attrition savings. Under this scenario, IMPD will add 100 new officers each year. Counting for attrition, there would be a net gain of approximately 200 officers by the end of 2017, with 50 annual positions covered through attrition and 50 positions for which they still need to identify sustainable funding.

Chair Moriarty Adams referred to the 30 recruits added to the 50 approved in 2014, and asked if sustainable funding is still needed for these positions. Ms. Washington responded in the affirmative and said that the funding identified for this recruit class was a one-time source; and therefore, additional funding needs to be found to pay for those additional officers' salaries for 2015 and beyond.

Councillor Shreve asked if they are advocating for a sustainable net gain of 50 to 80 officers per year, taking into account attrition numbers. Ms. Washington responded in the affirmative.

Ms. Washington continued with the presentation and stated that the first map included shows the IMPD sworn and reserve officers per zip code in Marion County. The second map portrays the number of officers residing within Marion County in relation to those numbers living in the surrounding counties. She stated that under State law, unlike other local government employees, public safety officers are permitted to live outside of the County. To change that would require an amendment to the law by the State Legislature.

Councillor Barth asked if there is any incentive within IMPD for officers to live within Marion County. He said that it seems he heard about a program allowing officers to purchase rehabilitated homes or homes in high crime areas at a discounted rate, in order to increase police presence in those areas. Ms. Washington said that there is no departmental incentive offered, but some apartment complexes will give officers

discounts, so that they have a police presence within their apartment community. Assistant Chief Crowe said that he does recall an officer purchasing an older, foreclosed home for very little, possibly \$1, through some program many years ago, although he is not sure it was a program offered by DPS. He said that he does not know what happened to that program, but it is not currently in place to his knowledge. Ms. Tribble asked if IMPD gives any additional weight in the decision process to an applicant who lives within Marion County. Ms. Washington said that this is something they are talking about doing.

Colonel Dezelan asked if they have also considered giving additional credit or weight to applicants who live in high crime areas. Ms. Washington said that this is not a bad suggestion, and she and Director Riggs have talked a little about how these additional weights work, and realized that sometimes they do, and sometimes they do not. She said that IMPD can explore these suggestions further, and it is definitely something worth looking into.

Councillor Barth asked if in looking ahead at the three staffing models outlined in the presentation, if IMPD's request is for the commission to recommend staffing model #3. Ms. Washington responded in the affirmative.

Ms. Washington continued with the presentation and stated that staffing model #1 would include the 80 additional officers already approved for 2014, and it would add another 50 officers annually from 2015 to 2020. This model would provide a very low net gain, because it would barely cover attrition numbers. Major Kern said that this model would produce an aggregate gain of 86 officers by 2020, which would equate to approximately four officers per shift. Taking into account vacation, sick leave, and other assignments, this would actually only provide about a net gain of two officers per shift. Ms. Washington said that this model would basically keep IMPD operating at a status quo level, continuing to do the best they can with limited resources; but it would provide no opportunity for them to be as proactive as they would like to be.

Mr. Moore asked if this model would basically just be attrition replacements and have a very minimal impact on the financing issue. Ms. Washington responded in the affirmative, and said that the budget for salaries would remain relatively flat and only provide the bare minimum for contractual changes.

Councillor Barth asked if this would leave them exactly where they are now, with no funding for an additional 50 officers each year. Ms. Washington said that it would be a little beyond where they are at presently, because they have not been using attrition savings to hire replacement officers, so there would be a small gain. Councillor Barth asked if model #1 is basically just building back in attrition levels. Ms. Washington answered in the affirmative. Assistant Chief Crowe said that the commission needs to keep in mind that their workforce is getting older, and the psychological impact of older officers feeling that they do not have adequate back-up or assistance, could hasten retirements and increase that attrition average over 42 officers per year. Councillor Barth said that this is one point that really popped out at him from Chief Hite's initial

presentation, being that 40% of the current force would be eligible for retirement today. He said that this becomes a morale issue, and he is very concerned about the force not being stabilized to at least fill those attrition positions.

Colonel Dezelan asked what percentage of retirees retire through the Deferred Retirement Option Plan (DROP). Ms. Washington said that there are about 20 officers on the DROP list annually, so about half of those retiring do so through the DROP plan.

Chair Moriarty Adams asked if IMPD is putting away attrition dollars now. Ms. Washington said that they are using attrition dollars to fund one of the two recruit classes being held this year.

Major Kern explained staffing model #2 as detailed in the PowerPoint presentation, and said that this model would provide them with an aggregate gain of 266 officers by 2020, which would equate to approximately 14 officers per shift. He said that this increase would allow them to look at smaller patrol areas or increasing discretionary time for engaging in more community policing activities, but it would not be enough of an increase to do both. He said that this model would begin to help the department move toward the idea of a community policing model.

Mr. Moore said that it looks as though this model will not allow for improved manpower for investigations. He said that detectives do not grow on trees; they come out of the patrol division. He said that the quality of investigations has been diminished because of the economic downturn and funding issues, and his concern is that this model will not allow for any upgrade of investigators. Ms. Washington responded that even adding 80 new recruits, they will not be as seasoned as other officers, and this is not the same as a company with widget production, where production is increased across the board just by adding more widgets. She said that training is first required, and then they have to become seasoned officers, moving through the ranks over time, with gained experience. Therefore, a net gain of only a few officers does not allow them to immediately beef up their other more seasoned divisions. Assistant Chief Crowe said that they also have to increase supervisors as the number of officers increase, in order to adequately supervise the new recruits; so, they are pulling individuals from investigations and some of these other specialized divisions, which further reduces the net gain.

{Clerk's Note: Mr. Reid arrived at 6:15 p.m.}

Councillor Barth said that one consistent idea seems to be that Indianapolis needs a proactive force as opposed to a reactive force. He said that 35% was shared by Denver Police Chief Robert White as the bare minimum of an officer's time that needs to be spent on community policing activities. He asked if this model gets them to that baseline of 35%. Major Kern said that this model would provide some relief to each shift as compared to where they are right now, but it would be just a small start in getting to that point of true community policing. Councillor Barth asked about the COPS (Community Oriented Policing Services) grant program as a resource. Ms. Washington said that they had a COPS grant effective for 2010, 2011 and 2012, but the way the

program works is that the grant covers the additional staffing for the first three years, and then the local entity covers the fourth year of funding. She said that complying with those grants gets difficult in the area of maintaining the minimum staffing levels. However, IMPD would be open to looking at this as a funding option for recruits if the commitment were made to continue that funding at the end of that grant process.

Mr. Snyder added that last July, leaders from the FOP went to Washington, D.C. to meet with elected officials and also met with representatives from the COPS office. The problem IMPD has is that they did not maintain minimum staffing levels required by previous grants. It makes it difficult to obtain a grant award when they are not maintaining staffing levels, but conversely, those grant funds are needed to maintain staffing levels. He said that they received every indication that if there was a visible and tangible investment made by local government entities, then IMPD would be more apt to make their case and justify the return investment of those grant dollars. Otherwise, those grant dollars will go to other agencies who can show that they have the support to maintain staffing levels.

Chair Moriarty Adams said that she was in Washington, D.C. last week and met with Department of Justice representatives involved with the COPS grants and learned that COPS funding has been reduced, but entities can still get funds for up to 25 officers. Most amounts currently being awarded cover 10 to 15 officers. She said that she asked if they could apply each year, and they responded in the affirmative; but added that the entity must then be prepared to take over in the fourth year of each issuance. Chair Moriarty Adams added that the COPS grants only cover salary and benefits, and do not provide for any additional equipment costs that always accompany new hires. She said that she visited with Senator Joe Donnelly and Congressman Andre Carson, who have pledged their support to help IMPD get a grant for 10 to 15 officers. She also received input from Senator Donnelly's office that they have a grant writer who can assist in this process and help the City put a grant together if they decide to apply. She recognized Brandon Hergert, a representative from Senator Donnelly's office, who has attended several of the commission meetings.

Councillor Shreve said that he is trying to digest the cost of these additional officers, and according to the summary slide, the annual cost associated with model #3 seems so far apart from the financial hurdle he believed they needed to address. He said that he does not understand how an aggregate gain of 386 officers, at a cost of approximately \$125,000 per officer as presented in earlier testimony, could result in no more than \$7 million in associated costs. Ms. Tribble said that the numbers included in this summary are not a total over-arching true cost of adding officers over the full time period. She said that, for this meeting, she was only charged with looking at optimal staffing levels. At the next meeting, they will explore the detailed costs associated with the staffing level the commission decides to recommend. She said that this is just an incremental annual cost, and is not the cumulative cost that would be incurred, as they have not yet created a full costing model. Councillor Shreve said that the cost represented on this summary is off by a huge amount in his estimation. Ms. Tribble said that costing was not the focus of this evening's agenda; and therefore, these numbers

are not true costs. This is a number that will exponentially increase each year. Chair Moriarty Adams stated that true costing information will be presented at the next meeting. Ms. Tribble concurred and reminded the commission that they cannot look at this additional funding in an isolated manner, but must also address the existing deficit in the IMPD budget. It makes sense to address that deficit as part of the funding options being considered for additional police, as they would fall into that deficit budget.

Major Kern said that the final staffing model #3 would result in an aggregate gain of 386 officers, which would equate to 21 officers per shift. This would be a significant increase and would allow them to consider all the things the panel of experts advised, including smaller patrol areas, increased discretionary time, and more staff for investigations and other special units. Chair Moriarty Adams asked if this model essentially adds 100 officers each year, with 50 to cover the attrition numbers and an additional 50 through sustainable new dollars. Major Kern responded in the affirmative.

Mr. Moore said that this scenario is not successful unless sustainable funding can be found. He said that in order to go to the public and ask for this support, then they need to be prepared to tell them what they are going to do with this funding. He said that it has to be clear that the department is committed to doing what they tell the citizens they are going to do. It is a dealbreaker when they fail as a City or a department to keep their word about what they are going to do with the money that is entrusted to them. He said that if they do not keep that commitment, then their word is worthless and this creates a chaotic relationship between officers and the community. Assistant Chief Crowe said that Chief Hite has shown by his record that he is committed to being transparent, and there is no reason to think that would change. He said that he sees no reason why he would not be willing to tell the community what the department plans on doing with these resources. Mr. Moore asked if the decisions for use of these resources will be data driven. Assistant Chief Crowe said that they will not be solely data driven, as there are many factors to consider; but that will be the primary driver.

Councillor Barth said that this is another issue Denver Police Chief White brought up, the impact of data and its relevance to how many officers are on the street. He said that if they do not deal with the existing deficit and implementing the new CAD system, then they will not have the infrastructure in place to bring on new officers. Ms. Washington said that they hope the implementation of the CAD system and the new recruits will grow together naturally. They are implementing the new CAD this year, and the Chiefs and Assistant Chiefs will already be working closely with the data to identify placement of officers. She said that she thinks if the commission finds sustainable funding, then Chief Hite will clearly know what to do with those officers. Recruits have to be brought on staff in batches, so it should be relatively easy to keep up with the technical changes and data to effectively use those new officers. Mr. Moore added that the new officers coming in most likely will never have known a time where computers did not play a central role. He said that the technology implementation will be harder on some of the older officers, but the new recruits will most likely bring a technological mindset with them.

Councillor Barth said that as they think about how many officers need to be added, they also need to look at some of the offsetting factors Mr. Snyder mentioned in his presentation for the FOP about partnerships with the Sheriff, increased technology or other collaborations to help free up current officers. Mr. Snyder said that he does not want the commission to get skewed into thinking that the number of officers could be lessened by the use of technology. He said that this is the reason they are ONLY asking for 100, because of the new technology being implemented. He said that without that, he would argue that they should be looking at adding more than 100. Both the FOP and DPS are in agreement that they can achieve these specific criteria with these lower numbers, but only because of leveraging all these other resources. One of the proposals the FOP put forth was to use the Sheriff's Department for activities that already coincide with some of their current duties, such as in relation to parks, waterways, monon trails, etc. He added that they also propose re-aligning all public safety communications back to IMPD for a more streamlined process and to help drive through every efficiency they can find.

Ms. Tribble said that the annual cost number in the summary also takes into account that the existing budget will fund attrition replacements, so this is the net increase needed to fund the other 50 new officers each year. She said that the second half of the summary shows some other intermediate staffing options in between the second and third staffing models, adding 85, 90 or 95 recruits per year. Chair Moriarty Adams said that she asked Ms. Tribble to provide this information so that they could see some alternatives if they cannot get to the full 100 recruits.

Councillor Evans said that in the original presentation, IMPD stated that they needed an additional 731 officers. He said that these scenarios all still fall short of that. Ms. Washington said that this number was never asked for in IMPD's presentation. Mr. Snyder said that they did have that number included in the FOP's presentation, based on DPS's efficiency team report. He said that it was a point they were trying to make that based on the size of this city and the formerly prescribed formula of so many officers per thousand residents, this should be the amount they should have. However, they did not stop there, and they dialed in and refined those numbers based on applying certain leverages that are unique to IMPD. He said that IMPD does a lot of things more efficiently and effectively than other agencies and departments; such as a bigger training investment value, technology, predictive analysis, off-duty use of police cars, etc. He said that these key differentiators, after being thrown into the mix, allowed them to see what could be achieved with fewer officers than that artificial standard. He added, however, that at the end of this five-year process, they should not stop; and at that point, they need to re-evaluate staffing numbers and move forward. Stopping short is the reason they are in this shape now, because they stopped addressing staffing needs. Ms. Washington said that the goal of the efficiency team was not to increase staffing, but to look at efficiencies that could be made with current staffing. She said that this team used the 2.5 officers per 1,000 citizens, but they have realized that this cannot be used as a gauge in determining staffing; and IMPD feels that 100 new officers a year can help them reach the goals of their vision. She said that IMPD has never asked for 700 new officers.

Councillor Shreve said that he is still troubled by the roughly \$7 million cost associated with model #3 in the summary. If a new officer costs \$125,000, then this would be over \$48 million annually, even factoring in attrition, and the number listed here is so far from this cost, that he is confused. Ms. Tribble said that this is not a cumulative cost, like what Councillor Shreve is calculating, but is an annual cost and is added incrementally. She said that this was just a framework for members to see annually the incremental funding needed to increase staff at the rate of each of these models. Mr. Snyder said that Councillor Shreve is thinking of the cumulative increase, but this number is mitigated, because IMPD will be reallocating attrition dollars back into the budget, and they are actually talking about a net increase of closer to \$25 million.

Mr. Snyder asked if model #3 is recommended, if the dollars in savings from attrition will exclusively be re-invested for staffing police officers. He asked if Ms. Washington can confirm that they will not be used for something else. Ms. Washington said that the department is committed to staffing those recruit classes with those savings. She added that something could happen with City government that is beyond their control to change that, but it is IMPD's intent and commitment to put those dollars toward new recruits.

Councillor Shreve said that he is not trying to belabor the point, but he is trying to get his head around the size of the challenge before them. He said that it seems unanimous that everyone agrees IMPD needs more officers, but he is struggling to make sense of whether they are talking about needing to find an extra \$7 million or an extra \$40 million in order to do so. Ms. Tribble said that she intentionally did not get into the details of funding this evening, as the funding was not planned as a part of tonight's exercise. She said that tonight's goal was to base staffing levels on the vision set forth for IMPD's police force. She said that she put these numbers in at the last minute to give some measure of annual costs, but tonight's goal is to decide on the optimum force size. At the next meeting, detailed funding models will be presented based on the model with which the commission agrees to move forward. She said that following that, they may have to modulate the staffing or funding models based on costs. Chair Moriarty Adams said that if they reach a number for staffing at this meeting and have to back off that number because of finances shared at the next meeting, then they will discuss making those adjustments.

Councillor Barth said that model #3 tracks toward the vision of the Director and the Chief. He asked what this translates to as a City. Ms. Washington said that it gets them closer to the Chief's and Director Riggs' vision, and it will free up more of the officers' time for proactive community building efforts. Assistant Chief Crowe said that part of their mission statement is to partner with the community to solve problems and improve the quality of life. In order to accomplish that, they need more time to engage members of the community to help identify problems and solve them before they become a serious police matter. None of this type of activity gets documented in a report to easily see how much time it takes to perform this function effectively, but it is a time-consuming endeavor, and doing it well will help them provide the kind of service

the citizens expect. They no longer have to respond to crimes through prioritization and levels, but can respond and investigate all crimes with a higher level of service across the board. Ms. Washington added that this model will allow them to have smaller patrol areas. She said that right now they have such large zones that it is difficult to do much community policing. Smaller zones would allow them to drive around and gather intelligence and have a better concentration in each area for more effectiveness. Assistant Chief Crowe said that smaller zones will also help officers get out of their cars and do foot patrols, which is almost impossible to do in any area other than downtown; but they would like to do more of that.

Councillor Evans asked about the OK (Our Kids) Program. He asked if that would be considered part of community policing efforts. Assistant Chief Crowe said that he believes it would very much be considered a community policing activity, as it concentrates on working with at-risk youth in a school setting.

ROUNDTABLE/FACILITATED DISCUSSION – STAFFING PLAN MODELS – Commissioner John Barth

Councillor Barth said that the commission has received a lot of information in four meetings, and the information has been very carefully constructed around this serious matter. He said that they received presentations from IMPD and the FOP at the first meeting, heard from expert panelists at the second meeting, and then reviewed particular funding options at the third meeting. He said that seeking more efficiencies will not get them where they want to go. Asking for money from taxpayers is hard to do, but this discussion is important as to what is the optimal amount of officers needed to meet the vision of policing for this City.

Councillor Robinson said that as an educator and administrator he would be offended if someone came into his school building and told him what his staff needed. He said that no one knows his building or the staffing needs like he does. He said that this commission brought in people from around the country to tell Indianapolis what is best for their City. He said that if he were Chief Hite, he would be offended. He said that no one knows what this City's police force needs more than Chief Hite and the district commanders. He said that they are the ones with years of experience keeping this community safe, and those are the ones this commission needs to be asking what IMPD's needs are. He said that it is unfortunate they have had to go through this process, because if the Chief says he needs 100 officers per year, then that is what he should have. Councillor Robinson said that he fully supports model #3.

Ms. Judkins said that when Director Riggs started the efficiency teams, he first went through and reallocated individual patrol officers and filled what roles he could with civilian staff. She said that he promised that he would only ask for additional officers after that had been done and they had done all they could to be as efficient as they possibly could with what they had. She said that it is clear to her that a lot of thought and consideration has gone into arriving at model #3, and she would defer to the experts in this area, Chief Hite and Director Riggs, in terms of their request as to what

level of staffing is needed. She said that it will be more difficult at the next meeting when the commission discusses funding and how they can get to this level of staffing.

Councillor Robinson asked if, as Chief Counsel in the Prosecutor's Office, Ms. Judkins would appreciate him coming to them and telling her and Prosecutor Curry how many staff members they needed; or if they could better decide that amount for themselves. Ms. Judkins said that she agrees the Prosecutor would probably know better.

Colonel Dezelan said that nothing the experts said really disagreed with the vision and goals laid forth by IMPD and the FOP. He said that he does not really think there is disagreement that staffing model #3 is the right approach, but the issue really comes down to how they will pay for it.

Chair Moriarty Adams agreed, and said that the question is not just how they pay for it, but whether or not the rest of the Council has the will to make that decision. She said that she agrees that no one knows the department better than Chief Hite and the supervisors, but the Council is the body responsible for deciding how to pay for it. So, if this commission decides on a course of action, then she would expect her fellow Councillors serving on this body to step up to the plate.

Mr. Moore said that his bottom line is sustainability. He said that he sees a future with a department using data-driven information to solidify its efficiency. He said that he thinks they should give the department the time needed to gather this data and not be quick to pull a trigger on what the needs are. He said that he agrees that model #3 seems the best avenue, but data may actually show the need for more or less than that. He said that if the neighbors are looking for the calvary to come over the hill, still harboring doubts that it is coming, then they need to insure them that the calvary is indeed coming over the hill. He said that this would make a whole lot of difference to the officers out there. He said that the commission now knows what they need, and they asked IMPD and the FOP to help them understand their needs, and now it is up to each member to convince the community and citizens of those needs. He said that even after this commission convenes, members still have the obligation to speak as loud as they can to help get the department where they need to be, letting them know they are there for support. He said that all the community's public safety problems will not be solved by this one decision, as it is an ongoing issue, and will probably be an ongoing fight to find the money to fund it. He said that he sympathizes with the Council members serving who will ultimately have to make that difficult decision.

Mr. Reid said that he also agrees with the recommendation of model #3, and he thanked Ms. Washington and Mr. Snyder for staying after the last meeting and talking with him about the need for more data in making this kind of decision. He said that he has no questions about the integrity or intent of this department, and he is not questioning if they need more officers; but as a businessman, he knows that he can never get investors to give money until there is a plan. After speaking with Ms. Washington and Mr. Snyder and hearing their explanation of working together toward a plan by the end of the year, he feels more comfortable. He said that he is still not in

agreement with Chief Hite asking this commission to tell him what kind of police department the City wants; because as a pastor, he cannot tell those already serving in public safety what kind of police department would be best. However, he thanked DPS for giving the commission members a lot of valuable information to try and come to an informed decision.

Mr. Snyder said that he is representing 3,000 active and retired police officers who started having this discussion two years ago because of the impact this shortage has on their ability to provide the level of service their neighbors expect and demand. He said that the FOP's members have clearly articulated that they want to return to a strong community policing model. There was a time when many on the force did not feel that way, but after that commitment to a community policing approach, some current officers have become disillusioned that they cannot do what they swore to do because of too few officers. He said that he has been humbled by the support shown by members of this commission, and it has been a long time coming for their folks. He said that police officers stand in that gap every day, 24 hours a day, 365 days a year; and many have paid a high price to cover that gap and do more with less, just doing what was asked of them. He said that officers get paid to address the problems that many citizens do not want to even admit exist in society. Every night, these officers go out knowing they do not have sufficient back-up or the support they need. They are doing it again this evening, and heroic actions are performed by officers every day to keep this community safe. He said that they stand firm in the desire to return to a community policing model and want to develop that strong partnership with the community through education, prevention, intervention and community collaboration. He said that he believes they can get back to that under staffing model #3. He said that they know this will not be a 500 officer net increase, because of attrition levels, but they will take any help they can get. He said neither DPS or the FOP came asking for pie-in-the-sky outrageous requests, but he recognizes their request will still take additional funding and fortitude shown by elected officials and the citizens to make an investment in public safety. He said that he wholeheartedly supports the staffing model #3 as requested by Chief Hite.

Councillor Shreve said that he does not agree with Councillor Robinson, as he believes there is value in benchmarking; and he does not believe Chief Hite would take offense to the commission members boning up on this subject matter to make the most informed decision possible. He said that he agrees with Colonel Dezelan, particularly, in that everyone seems to be in agreement with staffing model #3, but the main question is still how to fund it. He added that he has only been through one budget cycle as a Councillor, but one was enough for him to realize there is not any excess or fat to be cut anywhere to fund this. He said that finding the necessary dollars will be particularly challenging, but this is where they are headed.

Mr. Moore said that from the halls of this building to the hallowed ground of Crown Hill Cemetery, officers have been asked to serve; and they need the City's help to do that in a fashion that is appropriate and honorable.

Councillor Evans said that he does not need to echo what everyone has said, but something has to be done, and where there is a will, there is a way; and the funding simply has to be found.

Ms. Washington said that since she is representing IMPD and DPS, she supports staffing model #3 as put forth by Chief Hite. She said that she has been working with Ms. Tribble and City Controller Jason Dudich to look at funding sources, using a various mix of funds; and this commission has her commitment that DPS will roll up their sleeves and work closely with the Council and Controller to help find funding for what they are requesting.

Councillor Barth said that he does not believe a vote needs to be taken, as each commission member has already voiced their support for staffing model #3. They will, instead, vote on the broader concept with the recommendations of a funding option. He said that they need to carefully look at funding and a cost model so that these numbers are sustainable, achievable and viable. He said that with the recent crime wave, it is even more important than ever to return to a community based policing model, with neighbors wanting to see more of a police presence and wanting a relationship with the police. He said that he would also gently disagree with Councillor Robinson, as this commission's agendas were carefully built this way to provide input from many areas. Whenever selling something new to the public, it is important to carefully and strongly construct a public policy argument. This commission is a very dedicated group, and they have listened to many presentations to build a public policy argument for recommendation. He said that all of the information gathered is transparently available, and good public policy comes from public engagement and transparency; and he thinks they have done a good job of that with this process. He said that the next step is to get the finance piece in place. It will be complicated, but he is confident they can all work together to get to where they need to be. He thanked Ms. Tribble for all her work on this issue and stated that Ms. Tribble has accepted another position outside of City government, and this is her last week with the Council office. He wished her well and introduced new Council CFO Bart Brown, and said that Ms. Tribble is leaving them in good hands, as Mr. Brown is already familiar with City government and understands public finances.

NEXT STEPS

Chair Moriarty Adams thanked Ms. Tribble for her tremendous work as CFO for the Council and said that she and her expertise will be greatly missed. She said that she appreciates all Ms. Tribble has done for the City and County and the countless hours she has spent to make everything work.

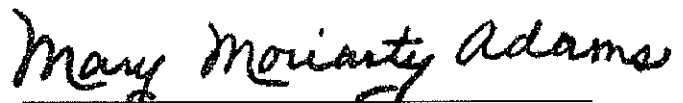
Assistant Chief Crowe stated that on behalf of IMPD, Chief Hite and the command staff, he appreciates the work of this commission and the difficult work and exhaustive analysis they have done. He said that the commission can trust that this police department is working as efficiently as they can, and the more everyone learns about the department, the more it helps them become better. He thanked the commission for

their support of staffing model #3. Chair Moriarty Adams said that IMPD is a tremendous department that has served the community well, and she thanked all officers for all that they do each day on behalf of Marion County citizens.

Chair Moriarty Adams said that she will ask the financial team (the Council CFO, the CFO for DPS, and the City Controller) to work together to provide a couple of options for the commission to consider as recommendations in their final report to the full Council. She said that they will hear from the financial team on these options at their next meeting. She said that Thursday, April 17, 2014 was tentatively set for the next meeting, but several members are not available on that date. She said that they could also wait to meet on April 28, 2014, which was also reserved as a possible meeting date, and asked if commission members would prefer to meet sooner than that date. The consensus of the members preferred an earlier date. Chair Moriarty Adams said that she will coordinate with staff for other available dates and get that information out to all members and the public as soon as possible.

There being no further business, and upon motion duly made, the meeting was adjourned at 7:31 p.m.

Respectfully Submitted,



Mary Moriarty Adams, Chair

MMA/ag